



## Santa Clara County Dental Society (SCCDS) Strategic Plan 2026–2028

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### Goal 1: Develop and use a data-driven system to evaluate and improve SCCDS events by 2028.

#### SMART Objectives:

1. **Baseline:** Collect and analyze data from all 2026 events to establish baseline metrics for **attendance, satisfaction, and engagement** by **March 2027**.
2. **Attendance Growth:** Increase average event attendance among active members by **10% by December 2027**, based on 2026 baseline data.
3. **Satisfaction:** Achieve and maintain a **90% satisfaction rating** for CE events through post-event surveys by **end of 2027**.
4. **Process:** Implement a **centralized event data dashboard** by **June 2026** to track KPIs across all programs.

#### Condensed Action Plan:

##### *Staff:*

- Conduct post-event surveys and track attendance and satisfaction rates.
- Transfer and maintain event data in a centralized digital dashboard.
- Gather data to establish the baseline and update the comparison sheet.

##### *CE & Membership Committees:*

- Review metrics quarterly and identify trends or areas for improvement.
- Recommend adjustments to event strategy based on findings.

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### Goal 2: Establish a Bay Area Dental Insurance Reform Task Force by 2026 to produce actionable recommendations for CDA and ADA.

#### SMART Objectives:

1. **Task Force Launch:** Form the task force and define roles and meeting schedules by **June 2026**.

2. **Collaboration:** Engage at least **5 Bay Area dental organizations** in quarterly meetings by the **end of 2026**.
3. **Education:** Host **two member town halls annually** in 2026 and 2027 to increase insurance literacy and recruit **five new advocacy participants**.
4. **Policy Output:** Submit a **formal policy report** with legislative recommendations to CDA/ADA by **December 2027**.

#### **Condensed Action Plan:**

##### ***Staff / Board:***

- Determine members of the task force.
- Coordinate with regional associations to initiate collaboration.

##### ***Legislative Committee / Task Force:***

- Work with insurance consultants to analyze existing systems.
- Collect and summarize relevant information to share with members.
- Draft and refine policy recommendations for CDA and ADA review.

##### ***Board:***

- Present formal recommendations and resolutions to the House of Delegates.
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### **Goal 3: Increase SCCDS non-dues revenue by 20% by December 2028 to ensure long-term financial stability.**

#### **SMART Objectives:**

1. **New Revenue Streams:** Identify and launch **3 new non-dues revenue programs** (e.g., CE subscriptions, sponsorship packages, on-demand courses) by **December 2026**.
2. **Event Profitability:** Increase net profit from SCCDS events by **5% annually** from **2026–2028**.
3. **Partnership Growth:** Expand corporate sponsorships and community partnerships by **25% by December 2027**.
4. **Monitoring:** Produce a **quarterly revenue diversification report** starting **Q1 2026**.

#### **Condensed Action Plan:**

##### ***Staff:***

- Increase event marketing and expand on-demand educational offerings.
- Develop a CE subscription platform for non-members.
- Track and report quarterly revenue performance.

***Executive Director / Board Members:***

- Identify and secure new sponsors and corporate partners.
- Strengthen sponsorship packages for state and national opportunities.

***CE Committee / BADE:***

- Enhance event-based income by improving CE and Bay Area Dental Expo programming.
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**Goal 4: Grow and retain SCCDS membership by 5% by December 2028 through expanded value and engagement opportunities.**

**SMART Objectives:**

1. **Engagement Growth:** Increase active participation in SCCDS programs by **10% by 2027**, using event and volunteer data as indicators.
2. **Emerging Leaders:** Increase participation of members with **<10 years in practice by 10% by December 2027** through mentorship and leadership programs.
3. **Outreach:** Establish partnerships with **3 dental schools** and host at least **2 student engagement events per year** starting in **2026**.

**Condensed Action Plan:**

***Staff:***

- Conduct annual member sentiment surveys to assess satisfaction and retention.
- Promote the value of SCCDS membership through targeted campaigns.
- Coordinate new SCCDS events for engagement and networking.

***Board / Committees:***

- Invite dental students to attend SCCDS events.
- Collaborate with dental schools to build mentorship pipelines.
- Advocate for the value of SCCDS membership.

***Board / Staff:***

- Recruit volunteers and expand participation from members with less than 10 years in practice.
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**Goal 5: Strengthen SCCDS governance and leadership through accountability, development, and succession planning by 2028.**

**SMART Objectives:**

1. **Board Accountability:** Implement **annual board self-assessments** and attendance tracking beginning in **2026**, achieving 100% completion each year.
2. **Committee Alignment:** Require each committee to submit **annual performance and goal reports** by **November 2026** and annually thereafter.
3. **Leadership Pipeline:** Launch a **Board Leadership Development Program** by **June 2027** to identify and mentor at least **five future leaders annually**. 4. **Succession Planning:** Approve and document a **leadership succession plan** by **December 2027**.

### **Condensed Action Plan:**

#### **Board:**

- Define and communicate board roles, responsibilities, and expectations.
- Conduct annual self-assessments and attendance tracking.
- Participate in leadership summits for strategic alignment.

#### **Committees:**

- Submit year-end reports assessing goal achievement and performance.
- Identify leadership opportunities and mentorship needs.

#### **Staff:**

- Support board and committee evaluations and track participation.
- Assist with development and implementation of succession planning.

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### **Summary of Key Outcomes (2026–2028):**

- 10% increase in event attendance and 90% satisfaction rating.
- Establishment of Bay Area Insurance Reform Task Force with policy submission by 2027.
- 20% increase in non-dues revenue and 25% expansion in partnerships.
- 5% membership growth with higher engagement from early-career dentists.
- Fully functioning leadership pipeline and accountability system by 2028.